



UNITED STATES MARINE CORPS
HEADQUARTERS
MARINE CORPS RECRUITING COMMAND
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MARINE CORPS RECRUITING COMMAND ORDER 1133.1

From: Commanding General
To: Distribution List

Subj: NATIONAL POOL PROGRAM

1. Purpose. To implement a structured pool program for the Marine Corps Recruiting Command (MCRC).
2. Background. The pool program is designed to promote enlistment referrals (positively effecting productivity), to reduce delayed entry program (DEP) attrition (positively effecting both production and shipping), to reduce recruit depot attrition (providing better service to the ultimate customer--the FMF), to mitigate (to the extent possible) first term attrition, and to provide positive, unbroken linkage to other recruiting programs, i.e. command recruiting. From the moment of initial enlistment, the poolee, parents and recruiter will develop and maintain an unbroken, mutually beneficial relationship that will continue throughout the prospective Marine's career.
3. Action. Program management assignments are as follows:
 - a. National Pool Program Manager. The national pool program manager will be the MCRC Sergeant Major.
 - b. Regional Pool Program Manager. The regional pool program managers will be the Region Sergeants Major.
 - c. District Pool Program Manager. The District pool program managers will be the District Sergeants Major.
 - d. Recruiting Station (RS) Pool Program Manager. Recruiting Station Sergeants Major will be the pool program managers.
4. Concept. We recognize that the program actions currently prescribed in Volume I and Volume III do not, by themselves, constitute a complete pool program that meets the demands of our current environment. We also recognize the necessity of a standardized approach. A sergeant major's pool program

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management responsibilities at the recruiting station level must go far beyond the simple uninvolved, regurgitation of data collected by a pool coordinator; rather, acting as "assistant coaches", program managers will be "in the game", working with NCOIC's (on behalf of the coach) for the common good. The pool program manager's efforts must involve thorough tracking, analysis, training, involvement, fact finding, and corrective action. We must make a larger investment in our pools if we're to achieve our goals; service after the sale is paramount.

5. Goals. To provide a continuous unbroken chain of custody regarding the recruiting service's relationship to its new accessions. To promote referral action, and to mitigate attrition.

6. Responsibilities

a. National Level. The MCRC Sergeant Major will provide visibility of program efforts to the Commanding General, MCRC, and will work in concert with recruiting regions, and the Operations Branch (MRR) and Training Branch (MRT) of the MCRC to provide checks and balances regarding national execution. The MCRC Sergeant Major will provide entry level instruction at Recruiting Management Courses regarding execution of the program at the RS level.

b. Regional Level. The Region Sergeants Major will provide visibility regarding the state of the regional program to Region Commanding Generals, in concert with the Assistant Chief of Staff (AC/S), Recruiting. Region Commanding Generals will provide support, timely feedback, interaction, and liaison to District Commanding Officers regarding the execution of their programs. An equal partnership will be assumed between regions/depots and the districts in reducing depot attrition. Region Commanding Generals will ensure that the chain of custody remains unbroken at the depot.

c. District Level. District Sergeants Major will manage district pool programs for the District Commanding Officers. Districts will publish a pool order, and will provide support, training, goals (to include levels of DEP and MCRD attrition), and checks and balances to ensure compliance.

d. Recruiting Station Level. Recruiting Station Sergeants Major will manage recruiting station pool programs. Recruiting stations will publish a pool order which will address responsibilities of the pool program manager, pool coordinator, recruiting substation (RSS) NCOIC's, recruiters, and poolees.

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7. Framework. The framework which follows addresses minimum programmatic actions which must be addressed by district and recruiting station orders to ensure a continuous, unbroken chain of custody. While subordinate orders may certainly address more, it is anticipated that commanders at all levels will weigh associated positive and negative impacts on productivity of the same. Under the national framework there remains room for both initiative and creativity in the execution of subordinate programs as long as the minimums exist. We have purposely not addressed the "how"; checks and balances effected by national, regional, and district levels will provide a measure as to how well procedural approaches are working, and whether or not they are in compliance with the spirit of the national framework. Commanders are likewise advised to be ever cognizant of the fine line between management and micromanagement which impact adversely on RSS NCOIC's in the execution of and accountability for their pool programs. The window regarding the definition of an acceptable shipper, as defined by the CMC in the MPPM, should not be made smaller, or redefined, at any level, in an effort toward zero defects. Beware the tendency of pushing numbers too hard, thereby sending the signal to NCOIC's and recruiters that, "If they want a number, I'll give them a number..." Training, as well as policy, must state that executing effective programs is part of working smart, and that all programs are for "contract's sake". Programs will address and provide the following linkage:

a. Orientation In

(1) Employ systems and methodologies to firmly establish the chain of custody upon DEP-IN.

(2) Apprise poolees of their responsibilities regarding the pool program.

(3) Commence continuous parental involvement in the pool program.

b. Continuous, Unbroken Contact

(1) Employ systems and methodologies to ensure continuous screening throughout the period served in the DEP.

(2) Effect a system for Risk Assessment, i.e. for poolees meeting the profile of a DEP or MCRD attrite.

(3) Employ methodologies to maintain a track of poolees progress towards high school graduation.

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(4) Ensure that at least one family night per year is conducted.

(5) Maintain weekly contact of poolees in DEP.

(6) Continue the chain of contact into MCRD, the FMF, and command recruiting.

(7) Conduct monthly RSS pool functions; employ methodologies to maximize pool event attendance.

(8) Maximize RS command group member attendance of pool functions; employ methodologies for evaluation of RSS pool functions.

c. Prepare Poolees. The pool program must prepare poolees mentally, physically, and morally, for recruit training, providing them a reasonable chance for success.

(1) Employ methodologies to prepare poolees for the mental transition necessary from civilian life to recruit training.

(2) Employ methodologies geared toward the goal of poolees successfully completing first phase training at MCRD.

(3) Employ methodologies whereby poolees earn their way to boot camp.

d. Publish RS Level Poolee Newsletters

(1) These professional publications, at a minimum, should educate poolees on recruit training, publicize effective RSS pool programs/events, and promote referral action.

(2) Publication should be on a monthly basis.

e. Promote Referral Action

(1) Employ methodologies to maximize legitimate referral action; at least 25 percent of mission should come from DEP referral source.

(2) Establish a goal of at least 20 percent working pool, spread loaded throughout the pool.

(3) Provide a system of timely awards and incentives.

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f. Orientation Out. Provide systems and methodologies to increase the contact and screening as poolees close on ship dates.

g. Checks and Balances

(1) Provide systems and methodologies to measure execution, compliance with, and effect of pool programs, including the degree of customer satisfaction experienced by our former poolees upon graduation from recruit training.

(2) Verify a percentage of contracts as per source.

h. Training and Incentives

(1) Employ effective methodologies to train NCOICs and recruiters in the prosecution of quality pool programs.

(2) Provide standards, incentives, and awards for recruiters, RSSs, and NCOICs relating to attrition and total quality execution of pool programs.

(3) Recruiter training should stress programs for contracts' sake.

i. Planning and Execution

(1) Recruiting Stations should publish an annual pool plan, which can be combined into their annual training plan.

(2) The recruiting station annual plans should address hard number goals that the RS expects to achieve from DEP referral source, and further translate those goals down to the RSS and individual recruiter level. Recruiting stations should track attainment of said goals on a monthly and FYTD basis to facilitate course and speed corrections.

(3) Recruiting stations will staff and employ the pool coordinator billet.

8. Desired Results. As a result of professionally executing our long term relationships with our poolees I desire that the largest portion of our poolees ship to recruit training (as pooled on their original PADD), that the largest portion of our poolees graduate from recruit training without recycle, and that they professionally complete their first term enlistment (while we continue to reap the benefit of their referrals). It is

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conceivable that these same poolees would eventually return as satisfied customers to the MCRC as recruiters, NCOICs, and career recruiters. It is recognized that there will always be attrition; no one really knows how low attrition can be driven. Therefore, we have purposely not defined acceptable DEP and MCRD attrition levels at the national level. We do recognize that current national levels of DEP attrition are too high, and that they adversely impact on our abilities to make present and future net new contract mission. Positive, aggressive, involved leadership will favorably impact on the problem.

9. Summary. This order leaves sufficient room to maneuver to encourage innovation and creativity at the recruiting station level. Pool programs only work when applied, supported, and executed with the proper enthusiasm and professionalism. There is no room for noncompliance.

10. Reserve Applicability. This Order is not applicable to the Marine Corps Reserve.


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